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# **2008 ISM Workshop**

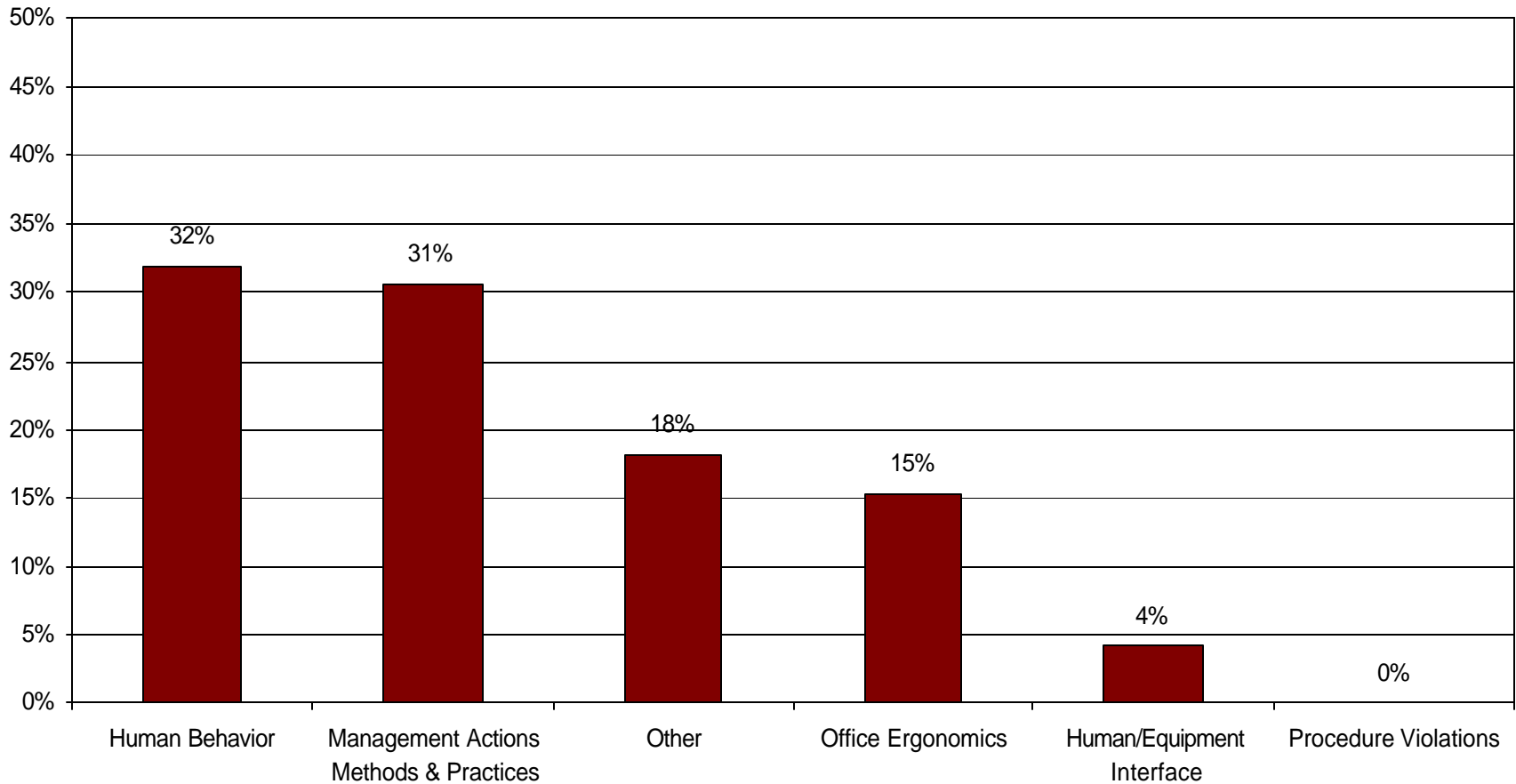
## **Implementation of Employee Teams at the Y-12 National Security Complex**

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# Safety Performance Analysis

2007 Recordable Injury/Illness Cases  
Percentage of Primary Causes



# Safety Performance Breakdown

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What's causing our injuries?

- Human Behavior (32%)
  - Caught shoe on last step and fell
  - Hit head on a control panel while performing work in a hallway
  - Hit knee on a rung while climbing ladder
  - Turned ankle while walking
  - Fell due to missing chair while attempting to sit down

# **Safety Performance Breakdown (cont.)**

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What's causing our injuries?

- Management actions, methods, and practices (31%)
  - Equipment leaking substance caused respiratory distress
  - Lack of planning resulted in cuts from razor wire
  - Ambiguous job hazard analysis contributed to finger injuries
  - Obstructions in walking/working surface resulted in fall

**Employees are the best resource  
to address these issues!**

# Employee Teams

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What are they?

- A natural group of people who work together on a regular basis
- Formed by function or geographic location
- Comprised of less than 30 people
- Includes all employees at all levels

# Employee Involvement

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- Employee involvement is a proven element in addressing injuries caused by ***human behavior***.
- Tools that support and encourage employee involvement include
  - Integrated Safety Management (ISM)
  - Behavior-Based Safety (BBS)
  - Human Performance Improvement (HPI)
  - Voluntary Protection Program (VPP)

# Role of Employee Teams

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- **Purpose**

The purpose of employee teams is to establish an overall framework for employee involvement to improve ES&H performance.

- **Goal**

The goal of the team is to manage, at the employee level, key ES&H tools to improve ES&H performance in support of the operational philosophy of Target Zero.

# Role of Employee Teams

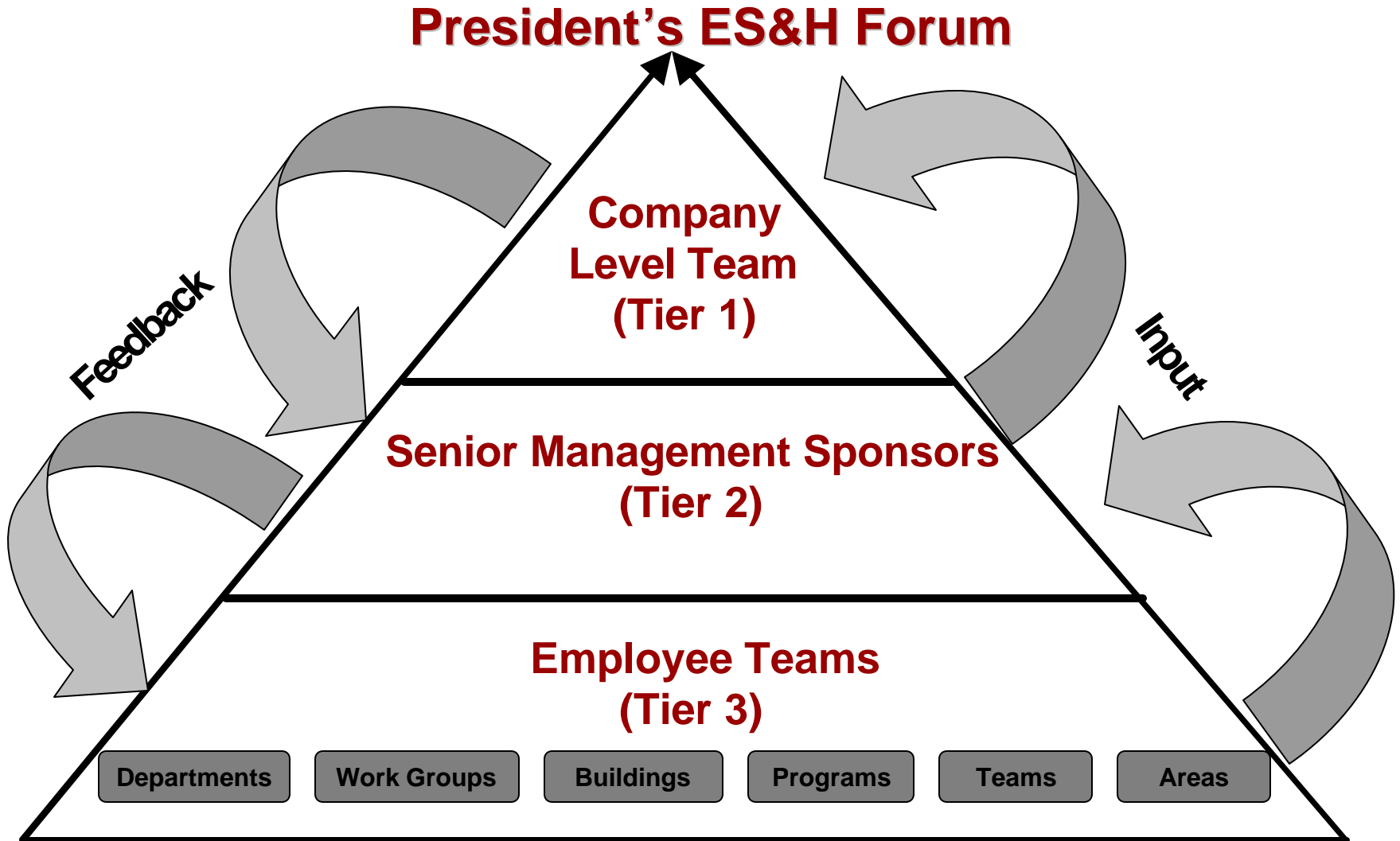
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- **Membership**

- Teams are comprised of natural work groups of employees, formed by the most logical approach for each team whether by function, geographical location, or organization.
- Each team has a senior management sponsor.
- Each team has a management co-lead, chosen by the senior management sponsor and an employee co-lead who is selected by the team members.



# Employee Team Structure



# Employee Team Strategy

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- Revitalize **commitment** to safety requirements at the individual and team level
- Re-focus, reeducate and reinforce the use of individual and organizational **accountability** and feedback
- Emphasize **employee involvement**; define clear goals for ES&H performance in the performance review process

# Employee Involvement

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- Identify and resolve ES&H *human behavior* issues specific to work areas
- Actively use
  - Conduct of Operations
  - BBS
  - HPI
- Support use of other available tools
  - Facility and job walk-downs
  - Enhanced floor surveillance
  - YPryde
- Develop team goals and metrics

# Goals and Metrics

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**Goal** – Target Zero

**Metric** – Team injuries (First aid and recordable)

**Goal** – Active participation in BBS process

**Metric** – Number of observations performed, barriers identified/resolved

**Goal** – Active participation in ES&H walk-downs

**Metric** – Number of ES&H walk-downs in which team members participated

# Implementation Actions

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- Identified what “form” the teams should take (i.e., organizational, functional, geographical)
- Identified the senior management sponsors
- Identified a manageable team size and number of teams per senior management sponsor
- Broke the site down into equal number of employee count per senior management sponsor

# Implementation Actions (cont.)

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- Identified employees within “zones”
- Senior management sponsors developed rosters and appointed a management co-lead for each team
- Developed and delivered training to senior management sponsors
- Developed and delivered training to management co-leads

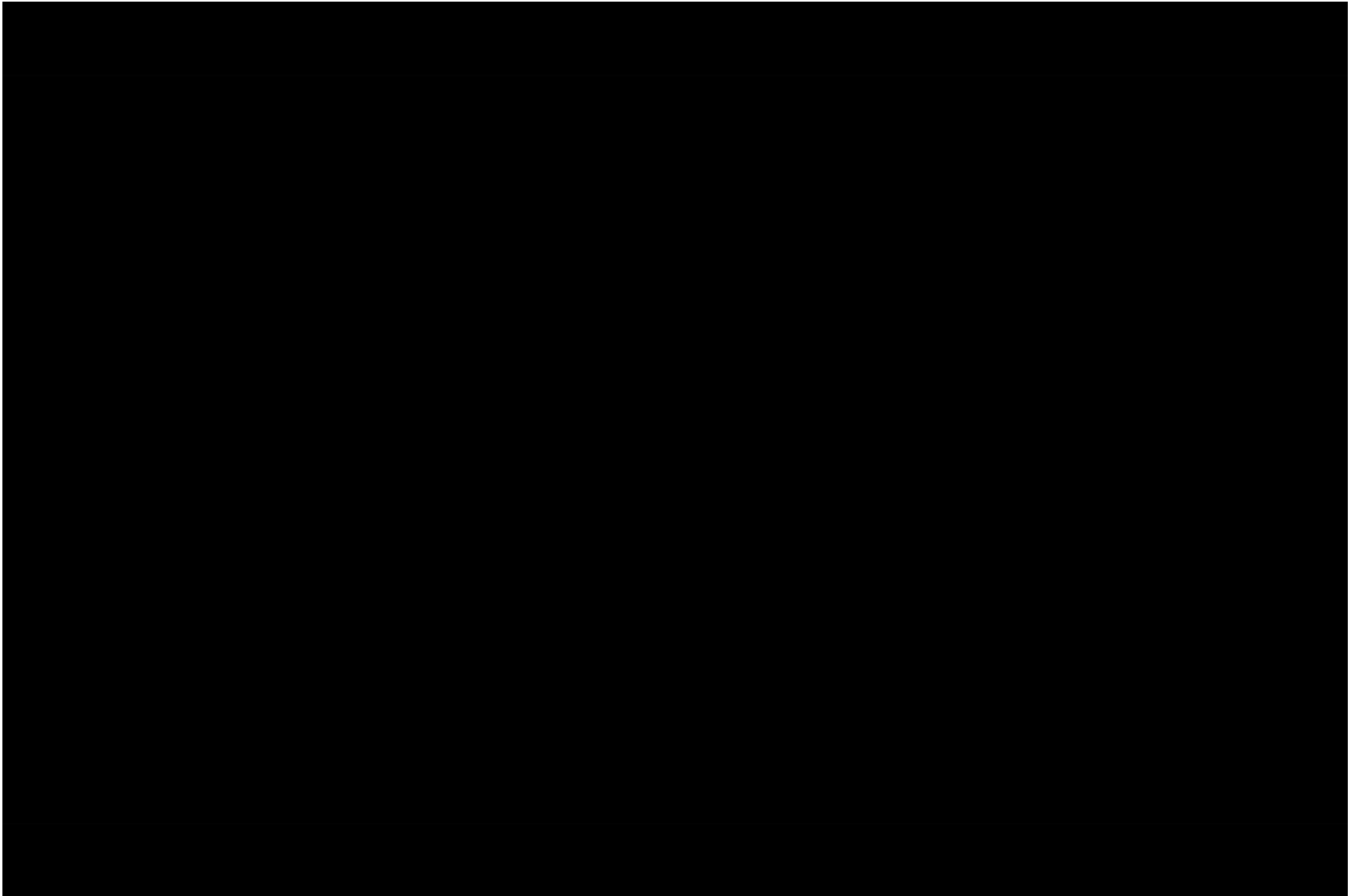
# Implementation Actions (cont.)

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- ES&H facilitated kick-off sessions between senior management sponsors and small groups of teams
- Teams elected employee co-leads
- ES&H facilitating sustainability of teams through President's Employee Team and by providing guidance and ES&H data for teams to act on

# Employee Team Successes

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# Summary

## EMPLOYEE TEAMS

- Will identify and resolve ES&H **human behavior** issues specific to their team

### Actively use

- Conduct of Operations
- BBS
- HPI
- Facility and job walk-downs
- Enhanced floor surveillance
- YPryde

## IMPROVING ES&H PERFORMANCE!



**SAFETY**  
*Commitment*

- ✓ I am responsible for my safety and the safety of others.
- ✓ I am committed to an incident-free and injury-free workplace.
- ✓ I acknowledge that even the best people make mistakes.
- ✓ I will actively participate in key safety programs.
- ✓ I will help remove barriers to safe work and reduce worker exposure to hazards.
- ✓ I will not perform or permit an at-risk behavior or unsafe act.
- ✓ I have the authority and responsibility to suspend unsafe work.
- ✓ I will encourage and reinforce the safe behavior of others.
- ✓ I will think ahead, anticipate and plan accordingly.
- ✓ I will be flexible and keep an open mind while adapting to change.
- ✓ I will make these commitments part of my everyday life at work, home and play.

Y12 I am dedicated to maintaining a safe work environment and will demonstrate my commitment to safety through these actions.

Y12